

**Speaker:** William E. Flaherty

**Event:** Deerwood Campus Dedication

**Date:** Thursday Evening, November 13, 1997

**Place:** Deerwood Campus Cafeteria - Building 100

**Length:** 2-3 minutes

**Audience:** Approximately 250 people including the Board of Directors, members of the Sr. Leadership Team, government officials, customers and community leaders

**Key Messages:**

- Thank the Board of Directors for their support, the Steering Committee for their leadership, the Project Team for their commitment and Dave Dingfield and Lanny Felder and their staffs for handling the relocations.
- Thank the architects, general contractor and owner's representative.
- Putting this campus together, ahead of schedule and under budget, is an extraordinary accomplishment that required a commitment to teamwork and attention to the tiniest details.
- Share details to illustrate magnitude of the project.
- Now that the construction is behind us, the teamwork will continue as our company takes advantage of new opportunities to build quality, increase the value of our products and improve service.
- Reaffirm our commitment to the Jacksonville community and the state....Blue Cross and Blue Shield of Florida is "Building Quality, Value and Service....Dedicated to Serving the Needs of Our Customers."
- We are honored by the trust that more than two million Floridians put in our company, and I dedicate this building to those we serve.

**William E. Flaherty**  
**Remarks for the**  
**Deerwood Campus Complex Dedication**  
**Thursday, November 13, 1997**

- Thank you Ernie....and thank all of you for coming to help us dedicate our new campus.
- I want to thank:
  - ◇ The Board of Directors for their support;
  - ◇ Our Steering Committee, which includes Mike Cascone, Tony Favino, George Cassady and John Kennett, for their leadership;
  - ◇ The Project Team, which includes Steve Davis, Bob Cooper, Dan Thomas and Mike Jones, for their commitment to the project;
  - ◇ And, Dave Dingfield, Lanny Felder and their staffs who handled all of the relocations to this Campus and other facilities during this period of transition.
- Without the extraordinary contributions of these and many others as well, we would not be standing here today.
- I also want to thank our architects (Spillis, Candela & Partners), our general contractor (the Haskell Company) and our owner's representative (Carter and Associates).
- Putting this campus together, ahead of schedule and under budget, is a tremendous accomplishment that required a commitment to teamwork and attention to the tiniest details.

- Let me share some details with you so you'll see what I mean. To get where we are tonight:
  - ◇ 100,000 cubic yards of dirt were moved;
  - ◇ 37,000 cubic yards of concrete poured;
  - ◇ Another 130,000 square feet of precast concrete used on the sides of the buildings;
  - ◇ 1,115 tons of steel bars put in place;
  - ◇ 90 miles of cable laid;
  - ◇ 120,000 square feet of glass installed; and
  - ◇ 700,000 hours of work were expended.
- And all of this took place in just 21 short months! That's what I call effective teamwork!
- And it represents only the beginning. Now that the construction is behind us, the teamwork will continue as our company takes advantage of new opportunities to build quality, increase the value of our products and improve service.
- That's what this campus is all about — making it possible for us to better serve our customers.
- In dedicating this campus, I reaffirm our commitment to the Jacksonville community and the state. Blue Cross and Blue Shield of Florida *is* “*Building Quality, Value and Service ... Dedicated to Serving the Needs of Our Customers.*”

- We are honored by the trust that more than two million Floridians put in our company, and I dedicate this building to those we serve.
- Thank you.

*FYI — Mr. Candela may present a gift to you. Mr. Haskell will present a gift to you during his remarks.*

**Deerwood Campus Complex  
Dedication Ceremony  
November 13, 1997**

**Agenda**

- Where:** Deerwood Campus Complex  
Building 100, 1<sup>st</sup> Floor  
Cafeteria Dining Room
- When:** Thursday, November 13, 1997
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|------------|--|
| 4:00 -5:00 | Board Members begin arriving at DCC      |
| 5:00-6:00  | Private tour for Board Members           |
| 6:00       | Reception begins and guests arrive       |
| 6:45-7:00  | Dedication Ceremony                      |
|            | Ernie Brodsky-Master of Ceremony/Welcome |
|            | Jim Overton-1 <sup>st</sup> speaker      |
|            | W.E. Flaherty-2 <sup>nd</sup> speaker    |
|            | Hilario Candella-3 <sup>rd</sup> speaker |
|            | Preston Haskell-4 <sup>th</sup> speaker  |
|            | Ernie Brodsky-Close                      |
| 7:00-8:00  | Refreshment, Entertainment and Tours     |